Brigade S-1 Operations Course

Establish an HR Staff Assistance Visit (SAV) and Inspection Program

May 2016

Senior Leader Training Division
Adjutant General School

Terminal Learning Objective

Action: Establish an Staff Assistance Visit (SAV) Program

Conditions: Given access to AR 1-201 (Army Inspection Policy), the U.S. Army IG School Inspections Guide and awareness of our Operational Environment (OE)

Standard: Students will meet the standard when they correctly:

- Determine how to utilize a Staff Assistance Visit (SAV)
- Define the basic principles of Army inspections

Outline

- Staff Assistance Visits
  - Purpose
  - Root Cause Analysis
  - Format
- Inspections
  - Responsibilities
  - Types
  - Principles

Problem Statement

Identifies HOW to transform the CURRENT conditions to the DESIRED end state and accounts for the time and space relationships [illegible] lem

Design Methodology

Frame the operational environment

CURRENT state

What is going on?

Understand the current conditions of the operational environment.

DESIRED end state

What should the environment look like?

Visualize the desired conditions of the operational environm

Frame the problem

What are the obstacles impeding progress toward the desired end state?

Develop an operational approach

What broad general actions will resolve the problem?

Develop the plan

Using the military decision making process (MDMP):

1. **Receipt of Mission**
2. **Mission Analysis**
3. **Course of Action Development**
4. **Course of Action Analysis**
5. **Course of Action Comparison**
6. **Course of Action Approval**
7. **Orders Production**

Contracts

MOI

DEPARTMENT OF THE ARMY
HEADQUARTERS, 3RD SUSTAINMENT BRIGADE
CAMP ARIFJAN, KUWAIT
APO AE 09366

ACTS-SCK-SBHR 16 December 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Notification of Brigade S1 Staff Assistance Visit (SAV) and Detailed Inspection Plan of Human Resources Planning and Operations Management

1. DIRECTIVE: On 11 November 2014, the Brigade S1 directed the Brigade Personnel Strength Team and Human Resources Services Team to conduct an assessment of the Command's human resources planning, operations, and management to determine compliance IAW with regulations and policy requirements within the 1st Theater Sustainment Command. The Brigade S1 signed the SAV Directive on 11 November 2014.

2. INSPECTION PURPOSE: The purpose of this inspection is to determine if Active Army (RA), National Guard (NG), and Army Reserve (RC) Component units assigned to 3rd Sustainment Brigade have and execute an effective Human Resources Planning and Operations Program IAW prescribed Army regulations, policies, and guidance within the CENTCOM AOR. The intent of the Brigade S1 Inspection Team is to conduct this assessment with minimal disruption to ongoing training. The team will require a few special arrangements that include the scheduling of training sessions, interviews, in-briefings, and out-briefings.

3. OBJECTIVES:

a. Objective 1: Determine if Battalion and Company Commanders have an effective human resources planning and operations program in place, and follow prescribed policies and procedures, FM 1-0, ATTP 1-0.1, and Human Resources (HR) Systems User Manuals.

b. Objective 2: Assess the implementation of procedures for human resources planning and operations evaluations and training at the Battalion S1 and Orderly Room Operations of Company level.

4. TASK ORGANIZATION: An inspection team from 3rd Sustainment Brigade, Brigade S1 section will conduct the SAV by inspecting four RA units, three NG units, and two RC units. The composition of the team and their security clearances are as follows:

FRAGORD

Headquarters
3rd Sustainment Brigade
Camp Arifjan, Kuwait
161700CDEC14

FRAGMENTARY ORDER 0XX (BRIGADE S1 STAFF ASSISTANCE VISIT (SAV) AND DETAILED INSPECTION PLAN OF HUMAN RESOURCES PLANNING AND OPERATIONS MANAGEMENT) TO 3SB OPERATION ORDER 15-001 (OPERATION PROVIDER SUPPORT) (S)

(U) References:

A. FM 1-0, Human Resources Support, 6 April 2010.

B. ATTP 1-0.1, S1 Operations, 16 May 2011.

C. AR 25-50, Preparing and Managing Correspondence, 17 May 2013

D. AR 1-201, Army Inspection Program, 4 April 2008.

E. AR 20-1, Inspector General Activities and Procedures, 29 November 2010.

F. DA PAM 600-8, Military Human Resources Management Administrative Procedures, 20 May 2014.

G. AR 25-400-2, Information Management, The Army Records Information Management System, (ARIMS), 2 October 2007.

H. Brigade Inspection Program Checklist (See attached).

(U) Time Zone used throughout this FRAGO: Charlie (Local).

(U) Task Organization: No Change.

1. (U) Situation. Change. On 11 November 2014, the Brigade S1 directed the Brigade Personnel Strength Team and Human Resources Services Team to conduct an assessment of the brigade's human resources planning, operations, and management to determine compliance IAW with regulations and policy requirements within the 1st Theater Sustainment Command. The Brigade S1 signed the staff assistance visit (SAV) directive on 11 November 2014.

2. (U) Mission. No Change.

3. (U) Execution. Change.

A. (U) Commander's Intent. No Change.

B. (U) Concept of the Operation. No Change.

C. (U) Tasks to All Staff. No Change.

D. (U) Tasks to Subordinate Units. Change. Review Appendix 1 (SAV MOI dated 16 December 2014) and provide confirmation to the BDE S1 point of contact's listed below as to its unit's ability to participate in the SAV during the prescribed period NLT 22 December 2014.

E. (U) Coordinating Instructions. Change.

Purpose and Use

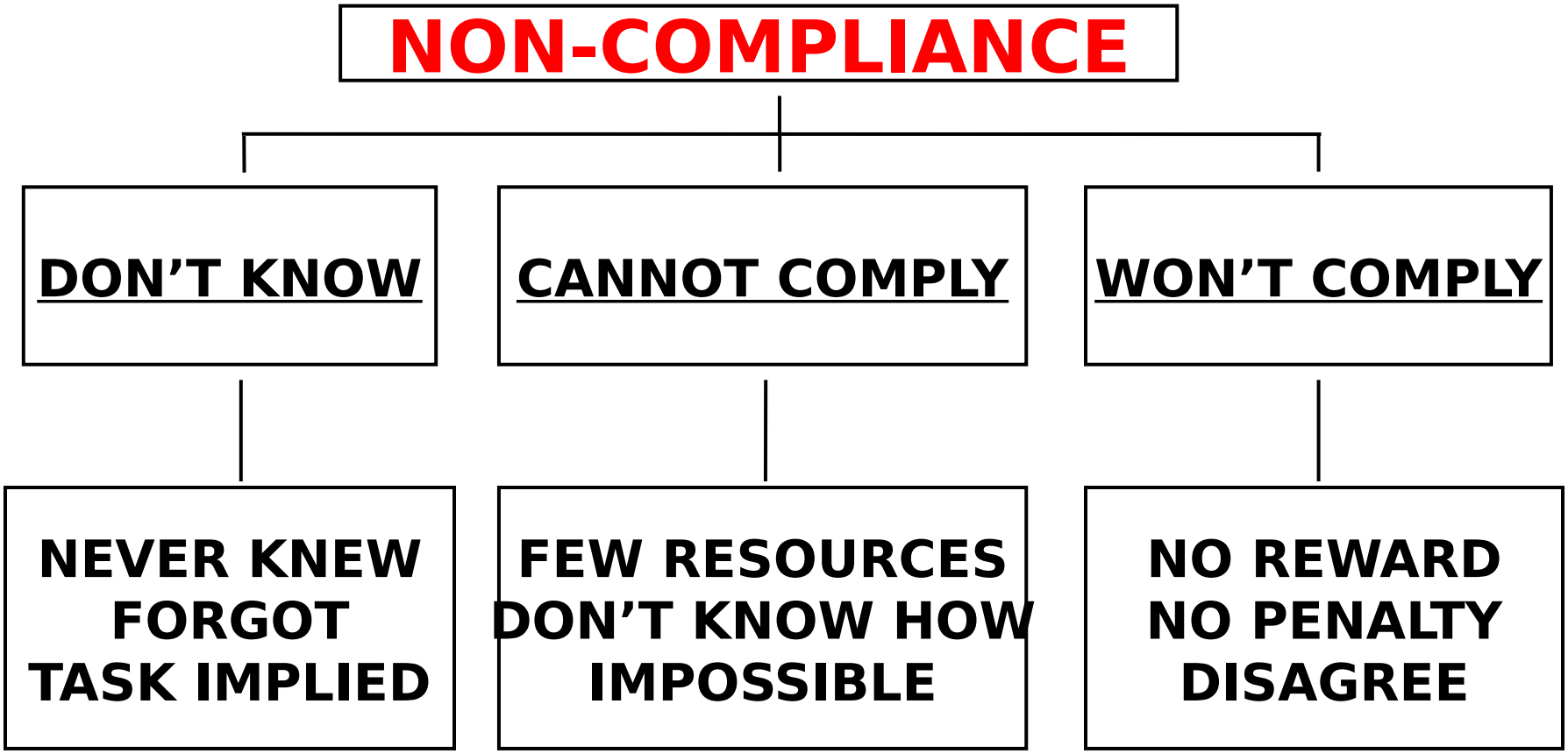
- **The SAV is a pulse check on HR systems within an HR organization**

- Content is commander driven, reported information should focus on trends and issues that can be directly affected by the commander or unit

- Information reported may vary between units based on: type of unit, commander personality and input, mission requirements, and component

- The SAV is briefed by the inspecting unit to the subordinate HR organization. Subordinate

The Root Cause Analysis Model



The Inspections Guide, Section 3-3

Staff Assistance Visit (SAV) Steps

- Commander or Staff Principal
- Preparation for Staff Inspection
- Teach and Train visit (Directed/Requested)
- **Establish Plan (Team, Training, Materials)**
- When: six weeks, two weeks, tomorrow

Format

- **Format is commander-driven: formal briefing or “take-away” product**
- Use format that will support your intent
- Multiple formats: PowerPoint Brief, Excel Spreadsheet, Word Document Narrative
- **Bubble chart ratings (Red-Amber-Green) are subjective and should only be used in addition to hard numbers**

Staff Assistance Visits (SAV) Outbrief/Results

- Unit Leadership
- Overview of what happened
- **Keep record on file**
- **Follow-up**

Bottom Line

- **Good leaders inspect…inspections are a leadership tool**
- **Inspections done properly strengthen the chain of command**
- **Inspections help commanders find “ground truth”**
- **Inspections help commanders “calibrate” eyeballs of subordinates to the correct standard**
- **Teach your subordinates how to inspect… no one else will**

Army Inspection – Definition

"An evaluation that **measures performance against a <u>standard</u>** and that should identify the cause of any deviation..." - AR 1-201

Developing an OIP: Commander Responsibilities

Designate an overall OIP coordinator, who develops the written OIP, including:

- Articulating the commander's overall inspection guidance
- Assigning responsibilities for staff members and subordinate commanders
- Addressing relevant categories of inspections (command, staff, and IG) as they pertain to the command by frequency, focus, and so on
- Capturing all inspections that affect the command, prioritizing them, and eliminating redundancy or irrelevance
- Establishing the standards and scope for each type of inspection (general, special, and follow-

Developing an OIP: Staff Responsibilities

- Monitor functional areas in subordinate organizations
- Conduct staff inspections as directed
- **Conduct SAVs as directed to teach and train units on goals and standards**
- Design assistance visits to complement but not duplicate other inspection programs
- Apply the training execution model to plan inspections with adequate time for corrective actions and conduct follow-up inspections or activities
- **Review previous inspection reports and results prior to developing new inspection plans (if available)**
- **Adhere to the Army inspection principles when performing inspection duties**

Types of Inspections

- **General Inspection:** Broad in scope, oriented on units, and designed to look at all aspects of the organization.
- **Special Inspection:** Focused on specific functions, programs, procedures, problems, or issues; these inspections also look at groups of related problems or procedures. The special inspection facilitates the systemic approach to an inspection and is the preferred type of IG Inspection.
- **Follow-up Inspection:** Review the effectiveness of corrective actions taken as a

Basic Elements of Inspections

All inspections have one purpose: to provide feedback to commanders so they can make decisions that will improve the Army. The focus must remain on measuring compliance against established standards to ensure that the Army can function effectively in its combat role. Five elements are:

- Measure performance against a standard
- Determine the magnitude of the problem(s)
- Seek the root cause(s) of the problem(s)
- Determine a solution
- Assign responsibility to the appropriate individuals or agencies

OIP: Commander's Plan

- A Commander's program and a command responsibility
- Comprehensive, written plan
- Identifies, prevents or eliminates problem areas
- Complements and reinforces other evaluations
- Minimizes the duplication of evaluations

Initial Command Inspection

- **Required for Company Commanders (or like commands such as detachments)**
  - **within 90 days of assumption of command for the AC**
  - **within 180 days of assumption of command for the RC**
- **Comprehensive inspection that identifies unit strengths and weaknesses**
- **Included on the training schedule and should be briefed at QTB**
- **Helps commanders establish goals, standards, and priorities…may be used to develop DA Form 67-9-1, OER Support Form**
- **The inspected commander must be present and participate in the inspection!**

Command Inspections

- Ensure compliance with regulations/policies
- Commander must physically participate
- **A scheduled, formal event**
- Initial Command Inspection
- Subsequent Command Inspection

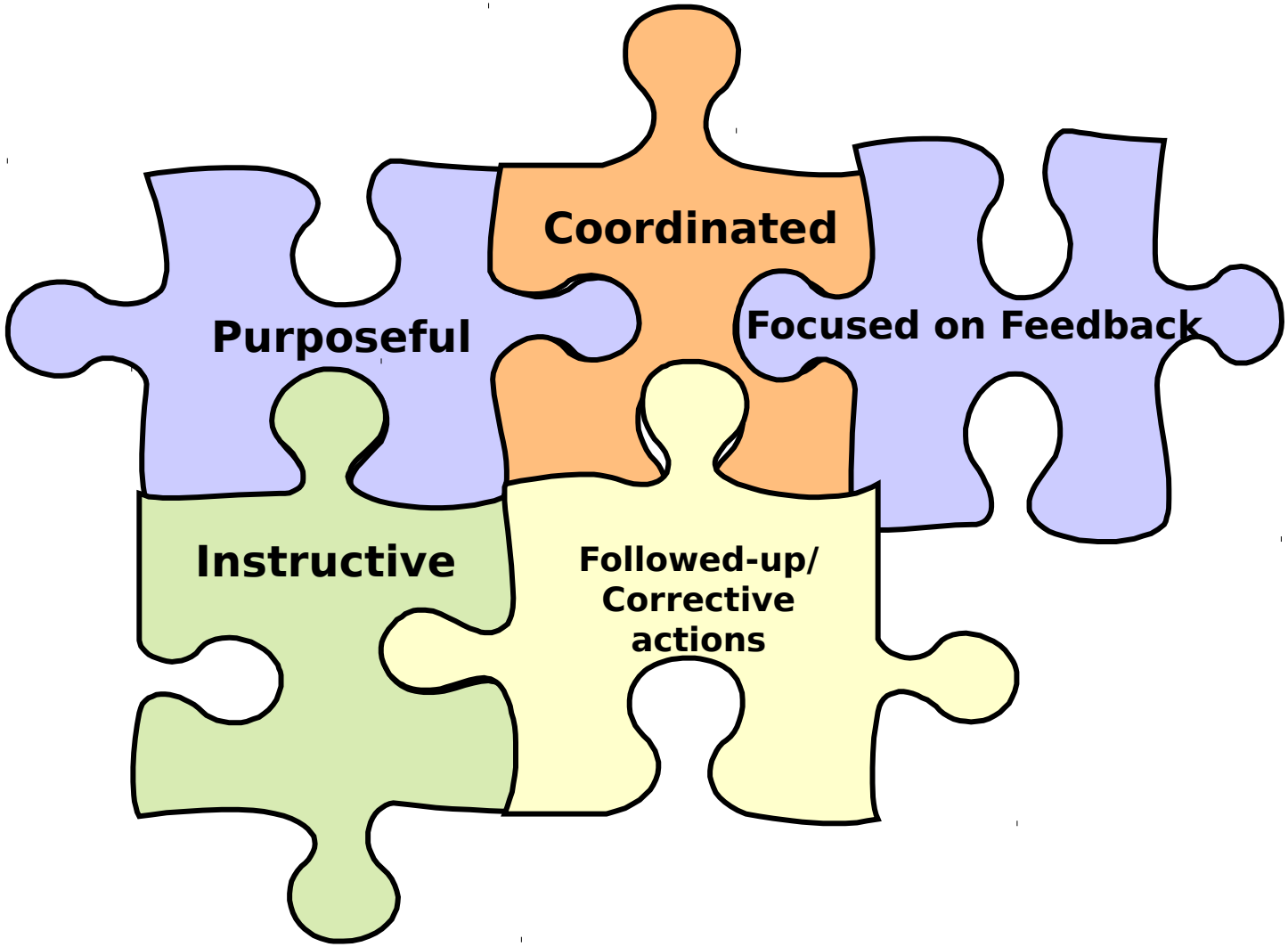
Staff Inspection

- Compliance-oriented
- Focused on a single functional area or a few related areas
- Led by a staff member of a functional area
- Can compliment command and IG inspections
- Conducted by a staff member technically qualified in the functional area
- Staff assistance visits
  - Teaching and training opportunities
  - Preparation for upcoming inspections
  - Train new concepts, technologies, or

Inspector General Inspection

- **Pursues systemic issues**
- **Identifies substandard performance, determines the magnitude of the deficiency, and seeks the reason for the deficiency (the root cause)**
- Teaches systems processes and procedures
- Identifies responsibility for corrective actions
- **Spreads innovative ideas**

Principles of Army Inspections



Check on Learning

What are the basic principles of the Army Inspection Program?

- **Purpose**
- **Coordinated**
- **Focused on Feedback**
- **Instructive**
- **Followed-up**

What are the keys to developing an OIP at the Brigade level?

- **The purpose is to assist the Brigade Commander in developing his units or identifying functional problems within the unit.**
- **The OIP is a coordinated effort and is placed on the commander's training schedule.**
- **The OIP can include a command inspection, staff inspection, or staff assistance visit.**
- **Brigade OIP must compliment the Battalion OIP programs in order to prevent redundancy**

Summary

- General Information on Inspections
- Basic Elements of Inspections
- Command Inspection
- Inspector General Inspection
- OIP Process and Responsibilities
- Staff Assistant Visit SRC 12 Organization
  - Purpose, Use, and Results

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Conditions: Given access to AR 1-201 (Army Inspection Policy), the U.S. Army IG School Inspections Guide and awareness of our Operational Environment (OE).

Standard: Students will meet the standard when they correctly:

1. Define the basic principles of Army inspections
2. Identify the principles of the OIP
3. Determine how to utilize a Staff Assistance Visit (SAV)